



RONALD L. BROWN
PUBLIC DEFENDER

LAW OFFICES
LOS ANGELES COUNTY PUBLIC DEFENDER
19-513 CLARA SHORTRIDGE FOLTZ CRIMINAL JUSTICE CENTER
210 WEST TEMPLE ST, 19TH FLOOR
LOS ANGELES, CALIFORNIA 90012
(213) 974-2811
TDD # (800) 801-5551

ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

May 10, 2016

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

38

MAY 10, 2016

LORI GLASGOW
EXECUTIVE OFFICER

Dear Supervisors:

**EXECUTION OF WORK ORDER UNDER
CRIMINAL JUSTICE RESEARCH AND EVALUATION SERVICES MASTER AGREEMENT
FOR EVALUATION OF PUBLIC DEFENDER'S CARE PROJECT (ALL DISTRICTS) (3 VOTES)**

SUBJECT

The Los Angeles County Public Defender (Public Defender), jointly with the Executive Director of the Countywide Criminal Justice Coordination Committee (CCJCC), is seeking the Board's approval to execute a Work Order under the Criminal Justice Research and Evaluation Services Master Agreement with Resource Development Associates, Inc. for an evaluation of the Public Defender's holistic model of juvenile representation, otherwise known as the Client Assessment Recommendation and Evaluation (CARE) Project.

IT IS RECOMMENDED THAT THE BOARD:

Authorize the Public Defender, jointly with the Executive Director of CCJCC, to execute a Work Order in the amount of \$240,244 (Attachment A) under the Criminal Justice Research and Evaluation Services Master Agreement with Resource Development Associates for a formal evaluation of the Public Defender's CARE Project.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The Public Defender implemented CARE in Fiscal Year 1999-2000 with the assistance of a federal Office of Juvenile Justice Delinquency Prevention (OJJDP) grant to address the gap between needs and services for youthful offenders. CARE clients have serious, long-standing, unaddressed psycho-social and educational problems that significantly contribute to their delinquency. CARE focuses on

these underlying causes by assessing and identifying a represented youth's needs, developing a treatment plan, and recommending the plan to the court.

CARE grant funding has been significantly reduced over the years. Los Angeles County has provided supplemental funding as grant funds diminished. CARE teams psychiatric social workers and mental health/special education resource attorneys with juvenile court Deputy Public Defenders in all nine Juvenile Superior Court locations to assess, identify, and make effective recommendations to the Juvenile Court to address children's mental health and special education needs at the earliest stages of the court process.

The CARE Project evaluation will examine the efficacy of this approach. It will examine the Project's emphasis on holistic legal representation and its use of psychiatric social workers and attorneys specializing in mental health and educational advocacy to address the needs of troubled youth in the juvenile delinquency system.

Although there is widespread anecdotal support for implementation of this innovative intervention, the CARE Project has never undergone a formal evaluation. Such empirical support is necessary to sustain funding for the program and, if appropriate, to justify the expansion of the CARE Project in Los Angeles County and its replication in other counties.

Overall, the evaluation will show whether the CARE Project's model of front-end assessment and advocacy within the Public Defender team leads to better outcomes for this high-risk population. The scope of work is provided in Attachment A. The short term benefits include determining whether the program improves overall wellness of the charged youth and whether and to what degree judicial officers value and rely on the CARE Project's assistance in pending cases. Longer term benefits lie in analyzing outcomes and resources used to serve these children.

The Public Defender is convinced of the CARE Project's quality and value to youth, their families, the community, the juvenile justice system, and the County. The Public Defender is also convinced the CARE Project represents a "best" or "promising" practice model worthy of replication. An independent evaluation of the project is critical to the CARE Project's future.

Implementation of Strategic Plan Goals

The recommended action meets the County's Strategic Plan Goal 1: Operational Effectiveness/Fiscal Sustainability. As described above, the services proposed in the Work Order will allow the Public Defender to maximize the effectiveness of the CARE Project through objective, data-driven research and evaluation efforts. The recommended action also supports the County's Strategic Plan Goal 3: Integrated Service Delivery. The evaluation will provide the Public Defender's Office with the opportunity to improve client, community, and public safety outcomes.

FISCAL IMPACT/FINANCING

Funding for the evaluation was provided by a \$250,000 grant from the County Quality and Productivity Commission's Productivity Investment Fund (Attachment B). The Public Defender's Work Order under the Master Agreement for Criminal Justice Research and Evaluation Services (Master Agreement), in conjunction with CCJCC, with Resource Development Associates is in the amount of \$240,244. The Work Order is entirely grant-funded.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

On November 18, 2014, the Board approved CCJCC's Master Agreement for Criminal Justice Research and Evaluation Services with multiple vendors to support departments' goals of evaluating program effectiveness. At that time, the Board also delegated authority to the Executive Director of CCJCC to execute Master Agreement Work Orders (MAWOs) up to \$200,000, jointly with departments utilizing the Master Agreement, for services under the Master Agreement. The Board requested that work orders with contract sums in excess of \$200,000 be returned to the Board for approval. The Master Agreement expires on November 30, 2020.

County Counsel has approved the attached Work Order as to form.

CONTRACTING PROCESS

The Public Defender issued a Request for Services to Master Agreement vendors on November 30, 2015. Vendor responses to the CARE Project Evaluation Request for Services were due to the Public Defender by December 28, 2015. Three vendors responded to the solicitation. The evaluation of vendor proposals was conducted in January and February 2016 by a three-attorney subject matter expert team familiar with the CARE Project. The selected vendor, Resource Development Associates, scored the highest of the three vendors using the Informed Averaging Scoring Methodology. The duration of the project is twelve months.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

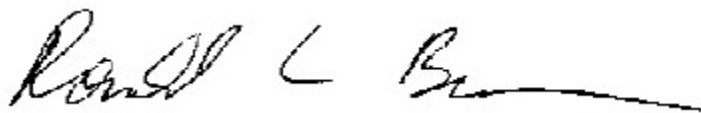
Approval of the recommended action will allow the Public Defender to prioritize funding for high quality representation, effective advocacy services, and development of strong recommendations to the court for treatment of vulnerable and hard-to serve clients.

The Honorable Board of Supervisors

5/10/2016

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Respectfully submitted,

A handwritten signature in black ink, appearing to read "Ronald L. Brown".

RONALD L. BROWN

Public Defender

A handwritten signature in blue ink, appearing to read "Mark Delgado".

MARK DELGADO

Executive Director

RLB

Enclosures

c: Chief Executive Office
Executive Office of the Board of Supervisors
County Counsel

**Los Angeles County
Master Agreement for Criminal Justice Research and Evaluation Services
Work Order Form**

Project Title CARE Project Evaluation

Department Public Defender

RFS No. CJ-01

Work Order No. _____

Effective Date _____

Expiration Date _____

Maximum Total Amount \$240,244

Invoice shall be sent to the following County address:

Name: Sung Lee
Division: Fiscal Services
Department Name: Public Defender
Address: 210 W. Temple Street 19th Floor
City, Zip: Los Angeles, CA 90012

I. SIGNATURES

Contractor's Authorized Official _____ DATE

Department Project Director _____ DATE

County Project Director
(CCJCC) _____ DATE

II. BUSINESS OBJECTIVE and EXPECTED OUTCOME

To determine whether the Public Defender's Client Assessment Recommendation Evaluation (CARE) Project represents a best practice that contributes to better outcomes for the youth served.

III. PROJECT OVERVIEW

The purpose of this project is to conduct a formal evaluation of the Public Defender's holistic model of juvenile legal representation, the CARE Project, which was implemented in Fiscal Year 1999-2000 to address the gap between needs and services for youthful offenders. The evaluation will examine the efficacy of the CARE Project. Although there is widespread anecdotal support for implementation of this innovative intervention locally, the CARE Project has never undergone a formal evaluation. Such empirical support is necessary to sustain funding for this program, and to justify the expansion of the CARE Project in Los Angeles County and beyond.

IV. PROJECT SCOPE

The Project Scope includes CARE Project Evaluation Project Launch and Discovery, CARE Project Outcome Analysis, Cost Effectiveness Analysis, Supplemental Outcome and Quality Improvement Data Analysis, Reporting, Ongoing monthly project meetings, monthly status updates, and other administrative tasks in accordance with the attached Project Schedule. Analysis will utilize a mixed-method research approach including interviews, data review, benchmarking research, and other research techniques.

V. STATEMENT OF WORK

(including detailed Project Plan, Tasks, Milestones, Deliverables, and Acceptance Criteria)

Please see Appendix A, Statement of Work, of this Work Order, attached hereto.

VI. PROJECT SCHEDULE

Please see the Appendix B, Project Schedule, of this Work Order, attached hereto.

VII. PAYMENT SCHEDULE

Invoices, accompanied by the Work Order Deliverable Acceptance Form, to be submitted monthly to the Public Defender's Fiscal Services Division (210 W. Temple Street 19th Floor Los Angeles, CA 90012).

**Los Angeles County
Criminal Justice Research and Evaluation Services Master Agreement
Work Order Deliverable Acceptance Form**

Project Title CARE Project Evaluation

Department Public Defender

Work Order No. _____ Effective Date _____

DELIVERABLE DESCRIPTION

Phase I: Project Launch and Discovery

- 1.1 Project Launch Meetings ☐
- 1.2 Interviews with LACPD Staff ☐
- 1.3 Benchmarking Research ☐
- 1.4 Identification and Assessment of Data Sources ☐
- 1.5 Draft and Revise Evaluation Plan ☐
- 1.6 Present Evaluation Plan to Key Stakeholders ☐
- 1.7 Human Subjects Protection ☐

Phase II: CARE Project Outcome Analysis

- 2.1 LACPD Data Collection ☐
- 2.2 Outcome Analysis ☐

Phase III: Cost Effectiveness Analysis

- 3.1 Obtain Program Financial Data ☐
- 3.2 Identify Monetizable Outcomes ☐
- 3.3 Request Associated Data Cost ☐
- 3.4 Analyze Data ☐
- 3.5 Presentation of Quantitative Results ☐

Phase IV: Supplemental Outcome & Quality Improvement Analysis

- 4.1 Develop Data Collection Plan ☐
- 4.2 Develop Data Collection Tools ☐
- 4.3 Collect Data ☐
- 4.4 Data Analysis ☐
- 4.5 Presentation of Program Improvement Findings ☐

Phase V: Reporting

- 5.1 Draft and Final Written Report ☐
- 5.2 Presentation of Final Report ☐

Ongoing

- Monthly Project Meetings ☐
- Monthly Status Updates ☐
- Project Management, Internal Team Meetings, Administration ☐

ACCEPTANCE CRITERIA
All deliverables must be provided according to the attached Project Schedule.
All deliverables must describe services provided and provide hours worked on the appropriate invoice.

SIGNATURES

Contractor's Authorized Official

DATE

Department Project Director

DATE

County Project Director
(CCJCC)

DATE

APPENDIX A

STATEMENT OF WORK

TABLE OF CONTENTS

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1.0	SCOPE OF WORK.....	1
2.0	SPECIFIC WORK REQUIREMENTS	1

STATEMENT OF WORK (SOW)

1.1 SCOPE OF WORK

The Los Angeles County Public Defender's Office has issued the Request for Services (RFS) to solicit proposals for a contract with an organization that will conduct an assessment and analysis of the CARE (Client Assessment Recommendation and Evaluation) Project to determine if it represents a best practice that contributes to better outcomes for the youth served.

Deputy Public Defenders who represent juveniles in delinquency court request services from CARE social workers and resource attorneys to assist their clients. Clients are referred to the CARE Project at the earliest opportunity in the juvenile court process. Most clients who are served by CARE have a history of issues involving mental health, special education, abuse, neglect, trauma, addiction, and/or developmental disabilities. CARE services provided include one or more of the following service categories:

- Assessment and/or Recommendations
- Consultation with Attorney
- Community Referrals for Client and Family
- Client and/or Family Support
- Conservatorship, Not Guilty By Any Reason of Insanity (NGI) Competency, Involuntary Hospitalizations
- Record Retrieval and Evaluation
- Department of Mental Health Assistance
- Interagency Advocacy
- Special Education Assistance
- Regional Center Assistance
- Dispositional Orders: Follow-up
- Other miscellaneous services

2.1 SPECIFIC WORK REQUIREMENTS

2.2 To determine if the CARE Project represents a best practice that contributes to better outcomes for the youth served, the Vendor must use, at a minimum, the following criteria:

- Recidivism statistics of youth served
- Cost effectiveness and/or savings for the County
- Quality of life improvements for the youth served in the following areas:
 - Education
 - Health
 - Mental health
 - Access to services and treatment
 - Compliance with treatment

The Vendor may also use whatever additional criteria the Vendor deems appropriate to evaluate the CARE Project.

2.3 To perform the assessment and analysis, a Vendor would familiarize itself with juvenile delinquency issues, including, but not be limited to, an understanding of:

- a. Juvenile delinquency court dispositions
- b. Common services and treatment offered to juveniles in the delinquency system
- c. Commonly ordered conditions of probation
- d. Special education eligibility issues and services
- e. Regional center eligibility issues and services
- f. Forensic mental health assessments
- g. Adolescent development issues
- h. Substance abuse issues

2.4 Additionally, the Vendor shall familiarize itself with programs similar to the CARE Project in other jurisdictions so that the Vendor can research what benchmarks have been used to evaluate those programs.

2.5 The selected Vendor will need to determine:

- a. An evaluation process that will measure whether or not the services provided by CARE result in better outcomes for the youth served
- b. The methodology for selecting which CARE cases will be chosen for the evaluation
- c. The methodology for selecting which non-CARE cases will be chosen to comprise the control group against which the CARE Project cases are compared

*Note: For example, the control cases may be youth who were represented by the Public Defender's Office but who were not provided CARE services. Or, a control group might come from state or national studies that have examined outcomes for youth who have gone through the delinquency system. Or, the control group might be extracted from another program similar to the CARE Project from another jurisdiction.

2.6 The Vendor will provide the following deliverables:

A project charter and project timeline to include the establishment and frequency of Evaluation Team meetings

- A preliminary written report provided to the Public Defender no later than two months into the project timeline that identifies and describes the evaluation process the Vendor has selected that will measure whether or not the services provided by the CARE Project result in better outcomes for the youth served
- Regular monthly written status reports describing progress to date

- Evaluation Team meetings to be conducted according to a pre-determined schedule
- A final written report that:
 - Determines whether or not the services provided by CARE result in better outcomes for the youth served according to criteria utilized
 - Provides recommendations to improve or redesign the CARE Project to better serve Public Defender clients in delinquency court

Appendix B - CARE Project Evaluation Project Schedule



January 8, 2015

To: Ronald L. Brown, Public Defender
Office of Public Defender

From: Rodney C. Gibson, Chair *Rodney C. Gibson*
Quality and Productivity Commission

**County of Los Angeles
Quality and Productivity
Commission**

565 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Telephone: (213) 974-1361
(213) 974-1390
(213) 893-0322

Website: <http://qpc.co.la.ca.us>

PIF 15.9 "TAKING CARE OF CARE"

This is to advise you that your Productivity Investment Fund project was approved for funding by the Quality and Productivity Commission on December 15, 2014.

"Taking Care of CARE"	
Grant/Loan Number:	15.9
Grant Amount:	\$ 250,000
Loan Amount:	\$ n/a

The attached Agreement of Acceptance of Funds outlines the terms and conditions of the award. Also attached is a Schedule of Withdrawals and Payments along with the Notice of Funding. If you approve of the terms in these documents, please sign and return them within **30 days** from the date of this letter to:

Quality and Productivity Commission
500 West Temple Street, Room 565
Los Angeles, CA 90012

If you have any questions, or need additional information, please contact Executive Director Victoria Pipkin-Lane at (213) 974-1361 or Program Manager Mary Savinar at (213) 974-1390.

Congratulations on the funding approval of your project. We look forward to your reports on the success of your project.

RCG:VPL:MS

Attachment

c: CEO Budget Analyst
Joanne Rotstein, Productivity Manager
CEO Budget Services
PIF Analyst
Executive Office, Board of Supervisors

Chair
Rodney C. Gibson, Ph.D.
1st Vice-Chair
Jacki Bacharach
2nd Vice-Chair
Nancy Harris
Chair Emeritus
Jaclyn Tilley Hill
Immediate Past Chair
Edward T. McIntyre

Walter Allen, III
Charles G. Bakaly, Jr.
Viggo Butler
Marshal Chuang
Evelyn M. Gutierrez
J. Shawn Landres, Ph.D.
Huasha Liu
Bud Treece
William C. Waddell, DBA
Joseph P. Wetzler

Executive Director
Victoria Pipkin-Lane

Program Manager
Mary E. Savinar

Program Support
Laura Perez



*"To enrich lives through
effective and caring service"*

We support plain language

*Please Conserve Paper – This Document and Copies are Two-Sided
Intra-County Correspondence Sent Electronically Only*

QUALITY AND PRODUCTIVITY COMMISSION
PRODUCTIVITY INVESTMENT FUND
PIF Number: 15.9
AGREEMENT FOR ACCEPTANCE OF FUNDS

We accept the award of \$250,000 from the Productivity Investment Fund for the "Taking Care of CARE" project.

Use of Funds:

We agree to use the funds *only* for the purposes stated in the application and to withdraw funds only as needed in the quarter. If circumstances change, and the funded project does not proceed or is delivered for less than the award amount, the unspent funds will be returned to the Productivity Investment Fund.

Please note that funds not withdrawn within 4 quarters of the time of withdrawal will automatically return back to the Productivity Investment Fund and the project will be considered closed.

Reporting Requirements:

We understand that we are to provide annual reports while the project is in progress and a completion report with an accounting of expenditures and a post-project evaluation report on the programmatic success of the project and estimated cost savings or avoidance. It is further understood that we may be asked to report in person at future Productivity Investment Board meetings, or to conduct a site visit for Commissioners during or after implementation of the project.

Recognition Requirements:

We understand that Commission sponsorship will be appropriately acknowledged in any written materials that are created in implementing or reporting on the project.

Winston A. Peters

Project Manager

Email: w.peters@pubdef.lacounty.gov

1-8-15

Date

Smylee

Budget/Finance Manager

Email: SLee2@Pubdef.Lacounty.Gov

1-8-15

Date

Jane Ralstein

Productivity Manager

1-8-15

Date

Ronald C. Bu

Department Head

1-8-15

Date

PRODUCTIVITY INVESTMENT BOARD NOTICE OF FUNDING SCHEDULE											
1. Department Public Defender	2. Approval Date 12/15/14										
3. Project Name Taking Care of CARE	4. Amount Requested \$250,000										
5. Approved Funding <table style="width: 100%; margin-top: 10px;"> <thead> <tr> <th style="width: 60%;"></th> <th style="width: 20%; text-align: center;"><u>Loan Amount</u></th> <th style="width: 20%; text-align: center;"><u>Grant Amount</u></th> </tr> </thead> <tbody> <tr> <td></td> <td style="text-align: center;">\$N/A</td> <td style="text-align: center;">\$250,000</td> </tr> </tbody> </table>				<u>Loan Amount</u>	<u>Grant Amount</u>		\$N/A	\$250,000			
	<u>Loan Amount</u>	<u>Grant Amount</u>									
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7. Withdrawal and Payment Schedule Terms and conditions (includes agreed upon incremental distribution of funds, by fiscal year) <table style="width: 100%; margin-top: 10px;"> <thead> <tr> <th style="width: 30%;"></th> <th style="width: 35%; text-align: center;"><u>Withdrawal Amount</u></th> <th style="width: 35%; text-align: center;"><u>Payment Amount</u></th> </tr> </thead> <tbody> <tr> <td>FY 2015-16 Q2</td> <td style="text-align: center;">\$125,000</td> <td></td> </tr> <tr> <td>FY 2016-17 Q2</td> <td style="text-align: center;">\$125,000</td> <td></td> </tr> </tbody> </table>				<u>Withdrawal Amount</u>	<u>Payment Amount</u>	FY 2015-16 Q2	\$125,000		FY 2016-17 Q2	\$125,000	
	<u>Withdrawal Amount</u>	<u>Payment Amount</u>									
FY 2015-16 Q2	\$125,000										
FY 2016-17 Q2	\$125,000										

I hereby accept the terms and conditions outlined above:

Winston A. Peters

Project Manager
Email: w.peters@pubdef.lacounty.gov

1-8-15

Date

Simon K.

Budget/Finance Manager
Email: S.Lee2@pubdef.lacounty.gov

1-8-15

Date

Jeanie Rotstein

Productivity Manager

1-8-15

Date

Ronald B.

Department Head

1-8-15

Date

Please return this Agreement, together with the Schedule of Withdrawals and Payments, within 30 days to: Mary Savinar, Program Manager, Quality and Productivity Commission, 565 Kenneth Hahn Hall of Administration, 500 West Temple Street, Los Angeles, CA 90012.